



Defense Institute for Medical Operations (DIMO)



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DEFENSE INSTITUTE FOR MEDICAL OPERATIONS (DIMO)

COURSE SYLLABUS

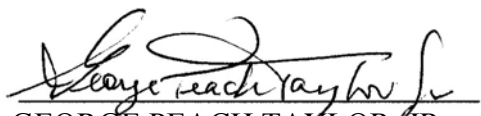
FOREWORD

The United States is committed to finding ways for positive engagement with other nations. International training programs provide a window through which the United States can positively influence the development of foreign military institutions and individuals and their roles in democratic societies.

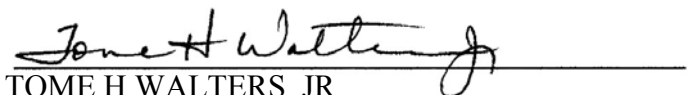
Health is potentially the single strongest ground for security cooperation because it is a major determinant of quality of life in most societies. DIMO courses bring people of various countries together to help build a common base of understanding among dedicated healthcare professionals. Specific course emphasis on building international healthcare bridges, disaster preparedness, communicable disease prevention, and other current healthcare issues, provide a unique opportunity for the Air Force and Navy Medical Services to contribute to coalition partnerships.

DIMO's goal is to build a process which facilitates a professional development and exchange among countries, with the goal of creating a shared desire to promote and implement Global Health. The Defense Security Cooperation Agency (DSCA), as the DoD focal point for international education and training, shares this vision and provides sponsorship through International Military Education and Training (IMET) or Humanitarian Assistance programs.

Your participation in a DIMO course is a true investment in our future and will help us move toward a common understanding and focus in international healthcare issues. We hope your experience is a positive one and are confident that information shared will have a lasting impact on tomorrow.



GEORGE PEACH TAYLOR, JR.
Lieutenant General, USAF, MC, CFS
Air Force Surgeon General



TOME H. WALTERS, JR.
Lieutenant General, USAF
Director, Defense Security Cooperation Agency

TALKING PAPER

ON

DEFENSE INSTITUTE FOR MEDICAL OPERATIONS (DIMO)

BACKGROUND:

- Over the past several years, the Air Force Medical Service (AFMS), have developed exportable medical courses with contributions from the Army and Navy
- These courses have been sponsored by the International Military Education and Training (IMET) and Humanitarian Assistance (HA) Programs
- The US AFMS flagship mobile education course “*Leadership Program in Regional Disaster Response and Trauma System Management*” has been taught in over 30 countries and 1900 participants since its debut in 1999
 - In FY 02, 15 countries hosted this course with 25 total countries participating
- The Institute for Global Health (IGH) sponsored by the AFMS and the Defense Security Cooperation Agency (DSCA), stood up in 2001 as the focal point for all AFMS exportable medical courses
- DSCA requested AFMS assume lead role for a new institute, with an expanded mission
 - AF-led IGH and Navy-led Defense Healthcare Management Institute (DHMI) merged into the Defense Institute For Medical Operations (DIMO) in October 2002
 - DoD’s focal point for healthcare training courses
 - Located at – Brooks City-Base, San Antonio, TX
 - Leverages instructors from all three services, reserve component, and DoD civilians
 - Courses are funded through Security Assistance (IMET or Foreign Military Sales) and other funding sources such as Humanitarian Assistance or Counter Terrorism funds
- **DIMO Mission**
 - Together...Strengthening global medical capabilities in disaster response and healthcare management through education and training
- **DIMO Objectives**
 - Enhance global medical response
 - Develop, test, evaluate, coordinate, lead, and implement domestic and international medical education and training programs in support of the United States National Security Strategy
 - Enhance force health protection by underscoring military-military and military-civilian partnerships at home and abroad
 - Augment healthcare practice, policy and strategy templates that address challenges and consequence management
 - Share/integrate education and training programs with domestic partners in support of Homeland Security

MASL LISTING WITH COURSE TITLES

Trauma/Disaster Courses

D309011	Leadership Course in Regional Disaster Response and Trauma System Management
D309017	Leadership Course in Disaster Public Health and Public Health System Management
D309018	Preparation, Response and Consequence Management in Disaster: Mental Health Aspects
D309019	Eye Trauma Management Course
D309020	Hospital-Focused Response to Biological Weapons and Toxins Course
D309021	Critical Infectious Diseases Course: Improving Outcomes for Patients and Populations
D309022	Aeromedical Evacuation and Critical Care Transport Course
D309023	Forensic Science and International Law for Public Health Officials and Health Care Providers
D309024	Trauma and Critical Care Para Rescue Course

Healthcare Policy and Management Courses

D175466	Executive Healthcare Resource Management
D175467	HIV/AIDS Planning/Policy Development Conference
D309028	Regional Healthcare Resource Management
D309029	International Health Resources Management Program (Phase I)
D175900	International Healthcare Resource Management (Phase II)
D309031	International Health Resources Management Program (Phase III)
D309032	International Health Resources Management Program (Phase IV)
D309033	International Health Resources Management Program (Phase V)



Course Flyers



Defense Institute for Medical Operations (DIMO)



Leadership Course in Regional Disaster Response and Trauma System Management, MASL D309011



Course History

- Inaugural course in 1999
- Taught in over 30 countries
- Repeat course taught in 26 countries
- Participant course manual in native language
- Course has received numerous positive reviews
- Course translated into 7 languages thus far
- Course material utilized by several host country civilian universities



Course Objectives

- Develop regional disaster response & trauma system leaders & programs
- Share disaster preparedness & response concepts
- Share trauma management concepts & skills
- Facilitate civilian-military collaboration
- Emphasize "Training the Trainers"
- Promote regional disaster response & trauma system development

Course Description and Details

- Length: 6 days
- Pre-site evaluation and preparation tailored to region
- Verbal presentations
- Hands-On/Practicum Exercises
- Refugee Camp Scenario
- Clinical Casualty Exercises
- Resource Management-Leadership Labs
- Laboratory session to demonstrate the anatomy and physiology of acute injury
- Team instructors consists of physicians, nurses, first responders, public health, medical planners, and administrators
- Class size: up to 45
- Target audience...physicians, nurses, first responders, administrators, medical planners, public health, civilian & military



Please Contact AFSAT Country Managers for Programming

Defense Institute for Medical Operations (DIMO)



Leadership Course in Disaster Public Health and Public Health System Management, MASL D309017



Course History

- Natural and manmade disasters are a constant threat to many countries
- Mitigating diseases by applying epidemiological and evidence-based preventive medicine principles can assist in saving lives
- Review of responses by healthcare workers is emphasized



Course Objectives

- Review public health concepts and theory as it applies to disaster situations
- Apply basic and advanced epidemiological techniques in the resource-limited environment
- Perform surveillance of public health diseases
- Train-the-Trainers in these concepts and skills

Course Description and Details

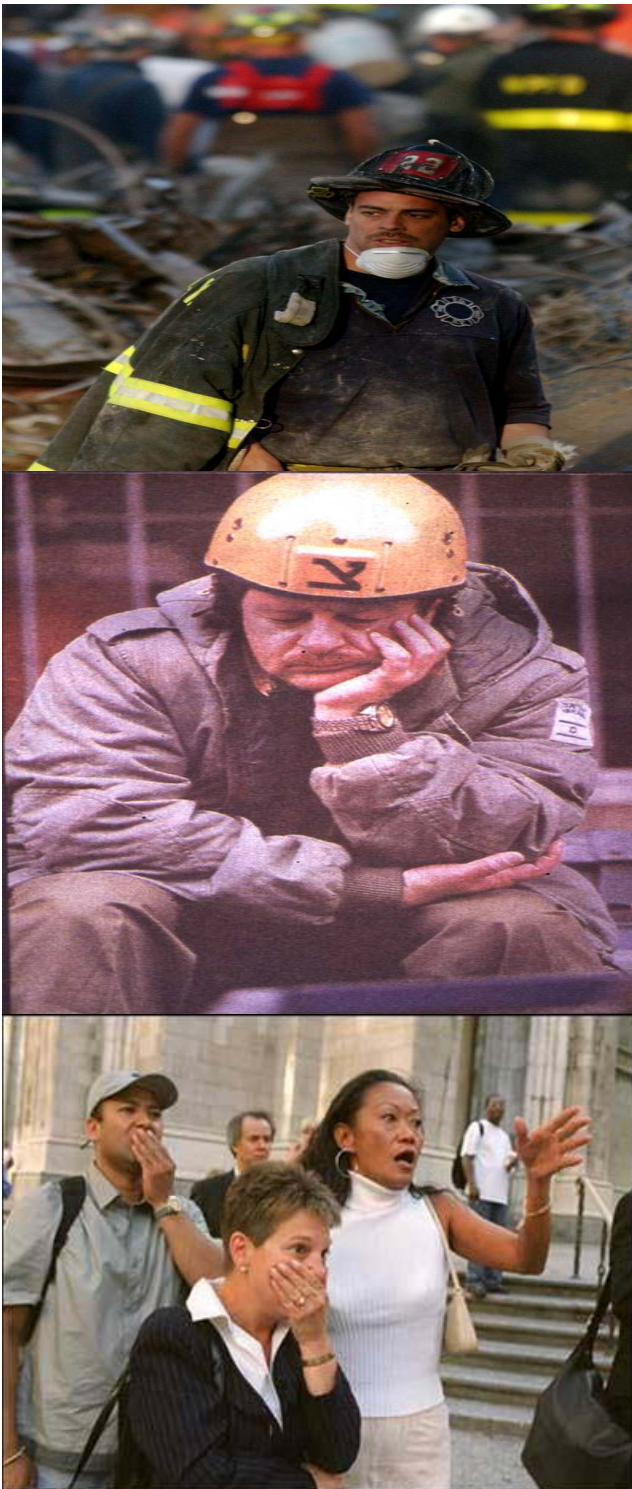
- Four days of interactive instruction
- Course teaches public health theory and concepts including epidemiology and disease surveillance
- Provides a framework for appropriate responses to disasters
- Target audience...all healthcare personnel who might be involved in disaster situations, to include public health, nurses, physicians, and first responders

Please Contact AFSAT Country Managers for Programming

Defense Institute for Medical Operations (DIMO)



Preparation, Response and Consequence Management in Disaster: Mental Health Aspects, MASL D309018



Course History

- Post Traumatic stress can be an extremely debilitating event with long term consequences
- Course developed and prototyped in South Africa in 2001 with repeat courses held annually

Course Objectives

- Provide theory and concepts on identification and treatment of post traumatic stress disorder
- Share the latest information on pre-deployment, deployment, and post-deployment phases that may affect civilians and military populations
- Facilitate civilian-military collaboration
- Emphasize "Training the Trainers"
- Course addresses key issues in mental health including prevention and population health management
- Recognition of stress and methods to minimize the consequences of stress

Course Description and Details

- Length: 5 days
- Pre-site evaluation and preparation tailored to region
- Verbal presentations
- Hands-On/Practicum Exercises
- Team of instructors consist of psychiatrists, psychologists, social workers, and mental health technicians
- Target audience...physicians, nurses, psychologists, social workers, counselors and city or military disaster planners

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Programming*

Defense Institute for Medical Operations (DIMO)



Hospital-Focused Response to Biological Weapons and Toxins Course, MASL D309020



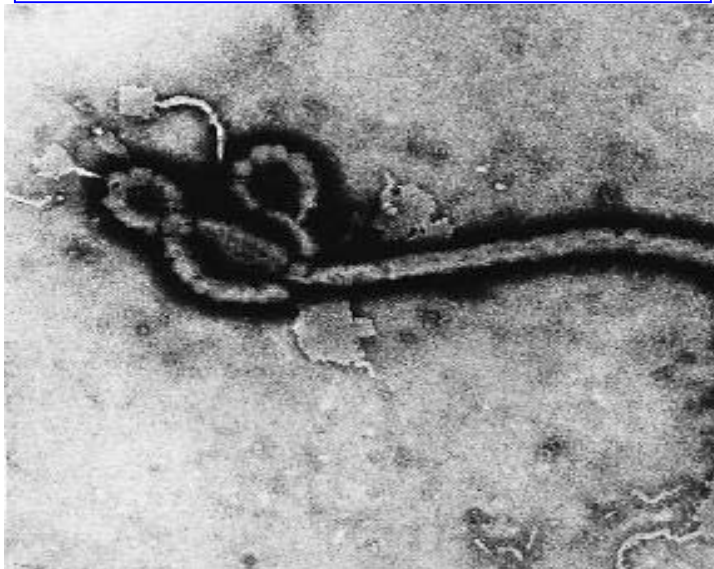
Course History

- Early recognition of bioterrorism facilitates life-saving medical interventions
- Course developed and fielded in 2001
 - Over 800 people have completed course with resounding success
 - Course approved for continuing medical and nursing education hours



Course Objectives

- Focuses on the hospital's bioterrorism response
- Provides theory on technical issues and limitations in the weaponization of microbial agents
- Provides presentations on the diagnosis and treatment of attributable diseases
- Share interventions to enable the hospital to enact protective measures avoiding the transmission of the agent (s)



Course Description and Details

- Length: 2-3 days
- Pre-site evaluation and preparation tailored to region
- Verbal presentations
- Hands-On/Practicum Exercises
- Team of instructors consists of physicians (4-5)
- Target audience...physicians, nurses, medical technicians, and first responders
- Interactive video demonstrating safe and unsafe patient handling procedures

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Defense Institute for Medical Operations (DIMO)



Aeromedical Evacuation and Critical Care Transport Course, MASL D309022



Course History

- Disasters are a constant threat
- In a city a large disaster can overwhelm medical resources
- It is difficult to care for ill or injured in disaster areas outside major cities
- The ability to move large numbers of casualties, including critically ill casualties, has repeatedly proven to be lifesaving
- Course was first offered in Chile in 2002 and received high marks

Course Objectives

- Define unique requirements for flight
- Provide theory, concepts, and hands-on experiences for care of the injured while enroute to more definitive care
- Facilitate civilian-military collaboration
- Emphasize "Training the Trainers"
- Presentations orient participants to both fixed and rotary aeromedical aircraft and their role in evacuation

Course Description and Details

- Length: 5 days
- Pre-site evaluation and preparation tailored to region
- Verbal presentations
- Hands-On/Practicum Exercises
- Aeromedical related equipment
- Skills stations for airway management and equipment use
- Care and loading of patients in an aircraft
- Culminates in a simulated patient mission exercise
- Team instructors consist of physicians, nurses, flight surgeons, and flight technicians
- Target audience...physicians, nurses, and medical technicians

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Programming*

Defense Institute for Medical Operations (DIMO)



Trauma and Critical Care Para Rescue Course, MASL D309024



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Programming*

Course History

- Critical life-saving skills can reduce preventable deaths from traumatic injury
- Appropriate care by first responders and front-line medical providers reduces fatality and improves patient outcome
- Prompt delivery of critical skills in close proximity to the scene of injury is an efficient use of medical resources
- Life-saving techniques can be delivered in austere environments without expensive equipment or technology-intensive health care systems
- All medical personnel can benefit from basic trauma skill refresher
- Skills proficiency enhances confidence

Course Objectives

- Review the prioritized approach to the medical management of critically injured patients
- Apply basic life-saving skills in the resource-limited environment
- Learn proven, cost-effective critical care methods
- Intervene to reverse urgent medical conditions before life/limb threatening complications occur
- Stabilization of traumatic injuries allowing transport to definitive care facilities
- Addresses resource management, logistics, funding, cooperative efforts between civilian and military

Course Description and Details

- Five days of interactive instruction tailored to local resources and environment
- Interactive classroom instruction to emphasize the basic principles of first responder care and resuscitation
- Hands-on skills workshop sessions to familiarize the student with equipment and techniques
- Mass casualty resource management session
- Laboratory session to demonstrate the anatomy and physiology of acute injury
- Students receive a course syllabus and CD-ROM with instructional aids and course materials
- Target audience...field medics, paramedics, nurses, and physicians who are first responders or first-level care providers to traumatically injured patients

Defense Institute for Medical Operations (DIMO)



Executive Healthcare Resource Management (EHRM), MASL D175466



Course History

- Recent health care reform efforts world-wide demonstrate the importance of health in national strategic planning and most importantly resource management
- This course has been offered to 25 countries and 35 participants since 1996

Course Objectives

- Understand and apply the basic concepts and methods of healthcare management
- Develop a model of population health that includes definition, measurement, determinants and incentives for improvement
- Understand basic approaches to healthcare resource management
- Understand the impact of quality healthcare services to military recruitment and retention

Course Description and Details

- Duration: 2 weeks
- Location: CONUS
- Course Size: 20 students
- Topics covered include: Health sector reform, human resource development, population health, healthcare market dynamics, healthcare quality, military unique challenges, conflict management and resolution, information systems
- Target audience....Minister of Health and Minister of Defense, senior civilian governmental officials, senior military line and staff officers responsible for providing healthcare to their beneficiaries
- A certificate of attendance will be awarded to all class participants

Please Contact AFSAT Country Managers for Programming

Defense Institute for Medical Operations (DIMO)



HIV/AIDS Planning/Policy, MASL D175467



Course History

- Designed to enhance the ability of senior military and civilian leaders to develop, implement and strengthen the effectiveness of HIV/AIDS policies of their respective services
- Designed to assist participants in the development of strategies in order to execute sustainable effective programs for HIV prevention and consequence management
- This course has been offered to 60 countries with over 160 participants since its inception and continues to receive outstanding reviews



Course Objectives

- Enhance collaboration between military and civilian leaders to build upon in-country assets and assistance from outside organization
- Increase awareness of the impact of healthcare services on military recruitment and retention
- Participants will examine a broad range of policy options adopted, and in some cases rejected by the United States and other nations

Course Description and Details

- Length: 5 days
- Course conducted through: Verbal presentations and small group exercises
- Subject matter experts assist in the development of strategies and plans to execute sustainable, effective programs for HIV prevention and consequence management
- Using tools derived from the course, participants can build concrete strategic plans that will assist in reducing HIV transmission
- Target audience...Minister of Defense, Minister of Health, senior civilian governmental officials, senior military line and staff officers responsible for providing healthcare to their beneficiaries
- Course topics include, but not limited to: HIV/AIDS Policy in the US Military; Legal Aspects of HIV in the Military; Clinical Care Treatment and Management of HIV/AIDS; AIDS as a Civil/Military Issue; United Nations HIV/AIDS policy for Peacekeepers



Please Contact AFSAT Country Managers for Programming

Trauma/Disaster Course Descriptions



Flags denote course locations

Leadership Course in Regional Disaster Response and Trauma System Management, MASL D309011

Purpose: Disaster response and trauma systems are recognized as key elements that must be intact for a society to effectively manage manmade and natural disasters. The objective of the disaster and trauma course is to provide regional leaders a foundation for building disaster/trauma systems by acquiring the necessary theory, concepts, and educational tools. The ultimate goal of this 6-day train-the-trainer program is to improve host nations' abilities to manage the threats/crises themselves and respond in neighboring countries and work as coalition partners. The curriculum concentrates on resource management, leadership, and planning principles. It further demonstrates the skills necessary for system development and continued education programs. Some examples of training emphasis include the following: field surgical management of various injuries and traumas, management of communication and public affairs assets for disaster response, disease control after natural disasters, and managing critical care transport and evolving aeromedical evacuation resources.

Target Audience: Medical personnel, leadership, emergency management personnel, hospital administrators and public health officers. Audience may include civilian personnel.

Leadership Program in Disaster Public Health and Public Health System Management, MASL D309017

Purpose: Public health is a significant part of the overall strategy for disaster preparedness throughout the world. There is no event that so severely tests the adequacy of a nation's health infrastructure as the occurrence of a sudden natural or manmade disaster. Therefore, robust public health response capabilities, which include integrated public health systems and purposeful planning processes at the local, state and regional levels that include civilian and military agencies, are key for a society to effectively manage and quickly recover from disasters. The Public Health course is a 4-day train-the-trainer course and couples epidemiology and surveillance with public health theory and history to provide a complete framework for appropriate response to manmade or natural disasters. This program combines a didactic lecture series and practical laboratory exercises in public health, epidemiological, entomology, environmental health and health policy. Military-civilian collaboration aspects of public health, disaster response and effective intervention techniques are stressed. The goal is to demonstrate synergistic opportunities to strengthen country, regional, and international response capacities to disasters.

Target Audience: Public Health personnel, medical personnel, leadership, emergency management personnel.

Preparation, Response and Consequence Management in Disaster: Mental Health Aspects, MASL D309018

Purpose: Throughout history the importance of morale and cohesion has been demonstrated in military conflicts and in peacetime function of society. Current events in the world have put emphasis on a need for government agencies to be familiar with the management of disaster situations. Military populations are the most commonly called upon resources to manage these crises. Even short of disaster or terrorist acts, the stress of the threat of these has significant impacts on populations. This four-day course covers the identification and treatment of post traumatic stress disorder and presents materials on predeployment, deployment and post deployment care of both active duty military members and civilian populations. It addresses key issues in military mental health to include prevention and population health management. The course serves as a springboard to open up exchange and discussion of the many varied issues confronting mental health workers and policy makers in the care of the people entrusted to them.

Target Audience: Medical personnel, psychologists, psychiatrists, social workers, policy makers and politicians involved in emergency management responses

Eye Trauma Management Course, MASL D309019

Purpose: Eye injuries and eye trauma are becoming more common with wartime and terrorist attacks, accounting for approximately 10-15 percent of all injuries. On-site stabilization of eye trauma is critical for maximizing the long-term outcome of visual eye trauma. This course is geared toward the interventions appropriate for sight saving and corrective procedures that may be utilized to improve eye health in the aftermath of a regional disaster or crisis and for establishing strategies to build peacetime eye care infrastructure. The Eye Trauma Management MET provides a practical review of the epidemiology, injury mechanisms, and trauma management for ophthalmology residents. Format for the course includes case discussions on the management of Oculoplastics, anterior segment, posterior segment, laser and chemical injuries, providing a broad and definitive review of information relating to ocular trauma. The MET includes hands-on animal wet labs and instruction on basic surgical techniques to repair and manage Oculoplastics, anterior segment and posterior segment injuries. The course is three days long and can be expanded to include numerous ophthalmology review modules tailored to the country's needs.

Target Audience: Ophthalmologists, medical and emergency management personnel

Hospital-Focused Response to Biological Weapons and Toxins, MASL D309020

Purpose: Early recognition of the medical consequences of bioterrorism may allow life saving intervention and enable the healthcare facility to enact protective measures to avoid transmission of the offending agent to staff and patients. This two-day course focuses on the hospital in bioterrorism response, with lectures on technical issues and limitations in the weaponization of microbial agents and the diagnosis and treatment of attributable disease. The second day considers a hospital-based systems approach looking for chokepoints in the process of patient care, pharmacy management, and healthcare worker and laboratory safety. Epidemiologic clues to discern that bioterrorism has occurred, decontamination, and a rational approach to infection control are discussed. The evolving nature of terrorism is examined, as are psychological reactions of individuals and populations. Ultimately the audience and instructors jointly work through a problem solving video program based on medical care for smallpox.

Target Audience: Medical personnel, leadership, emergency management personnel, and public health officers

Critical Infectious Diseases: Improving Outcomes for Patients and Populations, MASL D309021

Purpose: Infectious diseases the leading cause of potential years of life lost in the world today, yet many are treatable or preventable. This five-day mini-symposium on HIV/AIDS and tuberculosis examines these global threats in depth, addressing both individual case management and population disease control intervention strategy. A key feature of this five-day course is emphasis on protection of healthcare workers and reduction of risk of infectious disease transmission in hospitals. Evidence based medical decision making forms the foundation for sessions on respiratory tract infection and sexually transmitted diseases. The challenge of antimicrobial resistance is reviewed, considering both patient management and approach to reducing the threat. A case-based approach to teaching is used for many of these topics, including the final sessions dealing with infections associated with civil strife, war, disaster and military populations.

Target Audience: Medical personnel and leadership

Aeromedical Evacuation and Critical Care Transport, MASL D309022

Purpose: Natural disasters and terrorist actions are a constant threat to many countries around the world. The ability to care for the seriously injured does not exist in most areas outside of the major cities in most countries. Transport of critically injured patients from these remote areas is essential. This five-day MET provides the advanced training necessary to care for seriously injured patients in the austere environment of flight or basic transport. As a train-the-trainer course, it promotes improvement of the host nations' ability to manage the threat/crises by evaluating the resources and skills necessary to utilize critical care aeromedical evacuation of patients within a country or between countries as part of a coalition approach to disaster or critical care management. Involving all sectors of the military, the course increases the capacity of partner nations to respond to humanitarian missions and improves regional infrastructure to support humanitarian assistance and disaster relief.

Target Audience: Medical personnel, air evacuation team members, leadership—audience may include civilian personnel

Forensic Science & International Law for Public Health Officials and Health Care Providers, MASL D309023

Purpose: Forensic skills are recognized as a key component of modern military systems and forensic evidence is recognized as a key component of modern legal systems. Forensic techniques have the potential for both objective confirmation or rebuttal of guilt/innocence. Health care providers are often in the front lines of treating those with illnesses or injuries that may not have natural causes, those who are incarcerated, and victims of armed conflict. The objective of this course is to familiarize military and public health officials and health care providers with forensic tools they can utilize, and roles they can fulfill, to enhance military, criminal and civil justice systems. The curriculum has two major points of focus—the legal principles relating to evidence collection and reliability, chain of custody, and expert medical witness testimony; and the health care provider or medical role in common military and judicial processes—establishing the manner of injury and cause thereof, including death, and health system documentation, investigation, care of detainees, and rehabilitation of those who have suffered violence. Attendees may select from various clinical forensic skills workshops, and countries may select from among several topical modules for the fourth day, such as domestic violence, war crimes, torture, clinical detection of nuclear, chemical and biological agents, examining patients and crime scenes for suspected accelerants or trace elements of explosives or sexual assault, and psychological profiling.

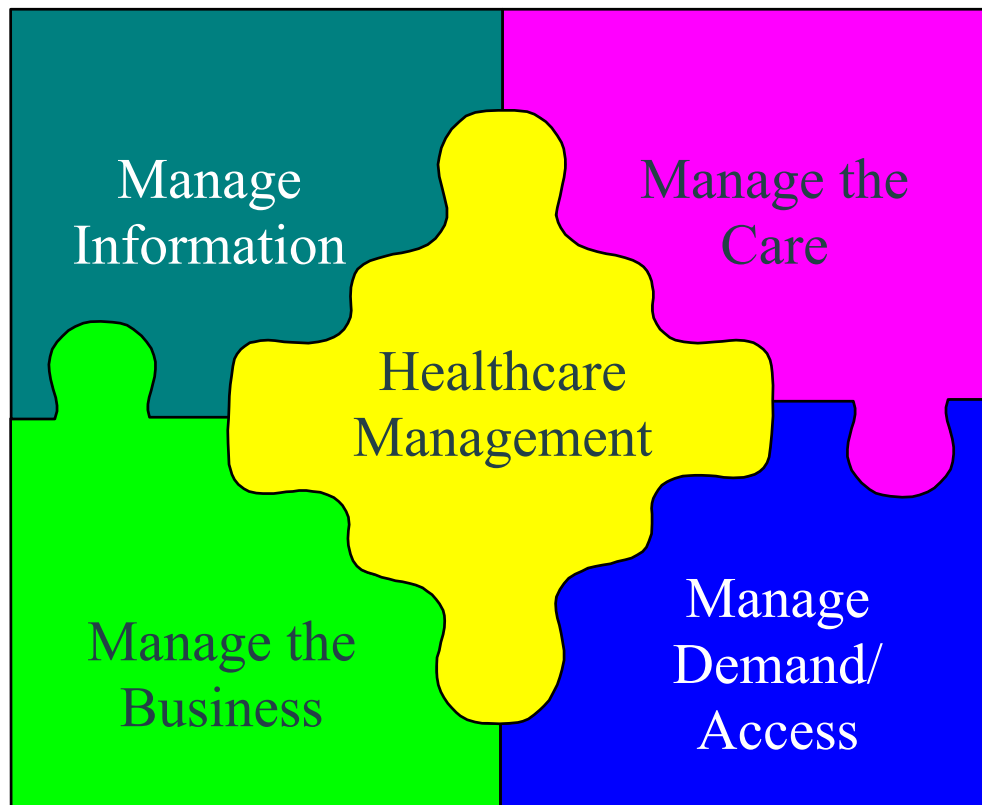
Target Audience: Military law enforcement and medical personnel, primary care health care providers, and specialty care providers, especially nurses who may conduct sexual assault examinations, or clinical examiners, mass grave, crime scene, dentists or human remains investigators, and those who deliver health care to detainees.

Trauma and Critical Care Para Rescue, MASL D309024

Purpose: This course is designed to train first responders and paramedics and teaches basic lifesaving techniques to improve the ability to perform critical skills in the field environment. Students will gain familiarity with equipment, devices and instruments necessary for performing critical skills while developing an ability to improvise with sub-optimal materials and equipment in the resource-limited field setting. Students are led through realistic scenarios and laboratory sessions devoted to the study of anatomic specimens which will provide familiarization of human anatomy relevant to understanding life-threatening injury. Pathophysiology of traumatic injury and its consequences through both didactic and an interactive learning experience will be reviewed, as well as clinical indications and contraindications for performing critical life-saving intervention in the field.

Target Audience: First responders and paramedics

Healthcare Policy and Management Course Descriptions



All parts of the puzzle are important !

Executive Healthcare Resource Management (EHRM), MASL D175466

Purpose: This 2-week course is designed to address Strategic Planning, Managed Care Tools, and Specialized Leadership applications and process. Among the topics that will be discussed are: Population Health; Healthcare Market Dynamics; Healthcare Quality; Military Unique Challenges; Conflict Management/Negotiation; Use of Technology; Strategic Management; and Communication. Participants should be prepared to be active participants who are willing to share their experiences and insights relating to the above subjects. In addition, participants are requested to be prepared to give a 15 minute presentation on the health care delivery system (military and civilian) in their country.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

HIV/AIDS Planning/Policy Development, MASL D175467

Purpose: The Defense Institute for Medical Operations course will enhance the ability of senior leaders to develop specific HIV/AIDS policies for military personnel. This 5-day course will assist with effective planning or implementation of sustainable HIV prevention programs. The program will promote a comprehensive, coordinated educational process to focus on strategic planning for the prevention of HIV/AIDS. Subject matter experts will provide country leaders with the tools to formulate their country's assessment and strategic plans. Using these tools, they can build a concrete strategic intervention plan that will reduce the spread of HIV among military personnel. Recognizing that each country is unique, the course is structured to provide leaders with country specific follow-up.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

Regional Health Resource Management, MASL D309028

Purpose: To develop strategies for improving health resource management that will contribute to a country's national security interests. The regional concept is an effective way to lower costs. One country in a region will host the 5-day MET while other countries are invited to send students to participate.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

International Health Resources Management Program (Assessment/Identification of Issues) Phase I (IHRM), MASL D309029

Purpose: Phase I is accomplished through data gathered from on-site observations (site survey), structured interviews and focus groups conducted by the IHRM team of military and civilian subject matter experts over a 5-day period. An important component of the site survey is the identification of the country's healthcare delivery system and high-priority management issues. The usual target populations are those senior decision makers among the military medical administration and health care providers, government and private sector health care leaders, and non-governmental organizational officials. The IHRM team members will acquaint all parties with the process and goals of the program as well as work with the country's point of contact to identify the curriculum goals and participating organizations for Phase III and the delegates for Phase II.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

International Health Resources Management Program (Program Design/Executive Orientation) Phase II, MASL D175900

Purpose: The second phase of the IHRM Program focuses on training the country's delegates as facilitators in the collaborative pursuit process used in Phase III. Participants are introduced to the "Best Practices" of medical facilities in the US. Facility tours, lectures, videos, and written material are provided to enhance learning and to refine the issues and goals for Phase III. The 5-day course location is determined by the host country and the IHRM staff based on country-specific program objectives and available funding.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

International Health Resources Management Program (Strategic Action Development/Action Plan Development) Phase III, MASL D309031

Purpose: During Phase III, effective management techniques are introduced. Participants develop specific courses of action to resolve identified management issues. The 30-35 senior military and civilian government and private sector leaders in the host country are guided through a 5-day process to develop a practical strategic action plan addressing the identified topic. At the completion of Phase III, the participants will have:

- Identified the constraints and assets relative to health system improvements;
- Discussed their country's health care needs and market dynamics;
- Specified the resource management techniques appropriate for their country;
- Developed a strategic action plan for health care infrastructure improvements;
- Determined responsibilities for further collaboration; and
- Committed to a time line for financing and pursuing the proposed system changes.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

International Health Resources Management Program (Action Plan Implementation) Phase IV (Optional), MASL D309032

Purpose: This phase of the International Health Resources Management Program provides 30-35 participants, over a 5-day period, with training skills they need as change agents to overcome internal barriers to the implementation of the strategic action plan developed in Phase III. The focus of the training is in the use of implementation strategies to enhance team-building and change management, and reinforce Executive Management Skills. The expected outcome is to solidify the partnership between the military and civilian decision makers to achieve their collaborative goals. This phase is conducted in-country and is recommended to be scheduled approximately six to nine months after completion of Phase III.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

International Health Resources Management Program (Outcome Review) Phase V (Optional), MASL D309033

Purpose: During a 5-day seminar in-country the IHRM team presents an analysis of the country's progress implementing its strategic action plan and achieving program goals. Using this information, the participants examine and reassess their strategy and establish a process of continued improvement. This phase should be scheduled six to nine months following Phase IV.

Target Audience: Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

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